

MASCO

“As a global leader in the design, manufacture and distribution of branded home improvement and building products, we, at Masco, believe in and continuously strive to deliver better living possibilities—for our homes, our environment and our community. Motivated by the prospect of a better world, we strive to maintain high standards of excellence, accountability and leadership.”

Keith Allman
President & CEO

PROFILE:

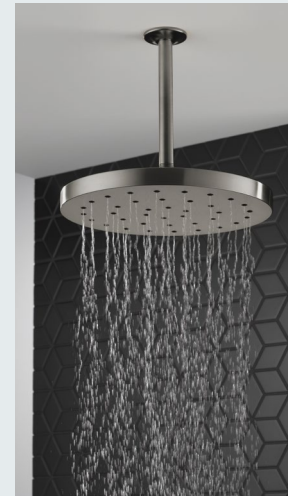
As of December 31, 2023:

- Founded in 1929
- Headquartered in Livonia, Michigan
- Publicly traded on the NYSE (Ticker: MAS)
- Industry-leading brands in plumbing and decorative architectural products
- 18,000 employees across the globe
- 30 manufacturing facilities in North America
- 12 international manufacturing facilities



PLUMBING PRODUCTS

We are a leading provider of decorative and functional plumbing products with broad distribution channels worldwide. Through our premier brands, we offer an array of products, including faucets, showerheads and handheld showers, plumbing fittings and valves, bath hardware and accessories, bathing units, shower bases and enclosures, shower drains, steam shower systems, water handling systems, sinks, kitchen accessories, toilets, spas, exercise pools, aquatic fitness systems and saunas.

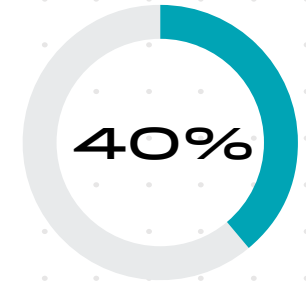


DECORATIVE ARCHITECTURE PRODUCTS

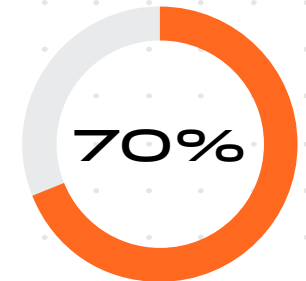
We are a leading supplier of architectural coatings sold for use in the Do-It-Yourself and Pro markets in the United States and Canada. This segment primarily includes paints, primers, specialty coatings, stains and waterproofing products, as well as paint applicators and accessories. This segment also includes decorative indoor and outdoor lighting and landscape lighting, cabinet and door hardware, and functional hardware.



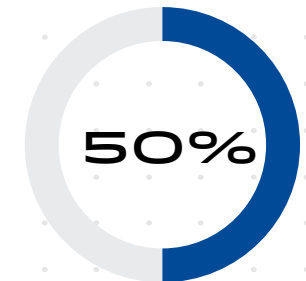
APPROXIMATE
PERCENT OF 2023
REVENUE FROM
SUSTAINABLE
PRODUCTS BY
SEGMENT



Plumbing Products



Decorative Architectural
Products



Masco Total

GOVERNANCE

Our Board reviews our corporate strategy and initiatives and the risks that we face. Our Board and its Committees focus particular attention on key ESG activities and risks, including environmental, health and safety matters; climate change risk; product safety and compliance; cybersecurity; our ethics and compliance program; human capital management and DE&I; political contributions; ESG data controls and verification; and our corporate governance practices. The charts below represent our Board composition as of June 2024.

BOARD AT A GLANCE



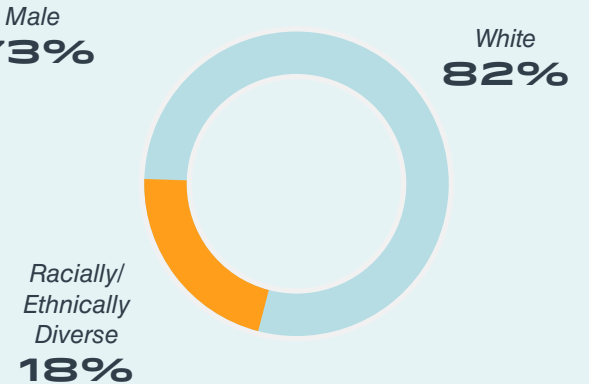
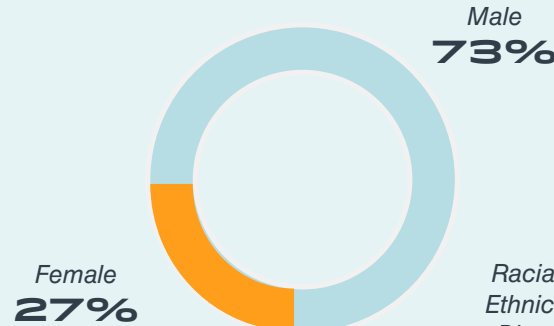
INDEPENDENT CHAIR OF THE BOARD:

Lisa A. Payne (Appointed May 2021)

In 2023, we refreshed our Board membership with the appointment of **TWO NEW DIRECTORS**

Our directors are **91%** INDEPENDENT

Our committee members are **100%** INDEPENDENT



OUR CODE OF ETHICS

Maintaining the highest standard of ethics in the conduct of our business is our corporate policy and is the foundation of our Company's culture. We have built a strong reputation for ethical business practices and this reputation is one of our most valued assets. Our Board of Directors is committed to maintaining our high standards of ethical business conduct and corporate governance principles and practices. Our Code of Ethics can be found at www.masco.com.

RANGE OF DIRECTOR TENURE

The balanced tenure of our Board provides us with both fresh perspectives and deep Company and industry knowledge.



OUR CORE VALUES

CULTIVATE HIGH PERFORMANCE
TEAMS

RESPECT
THE INDIVIDUAL

FOCUS ON THE
CUSTOMER

DRIVE FOR
RESULTS

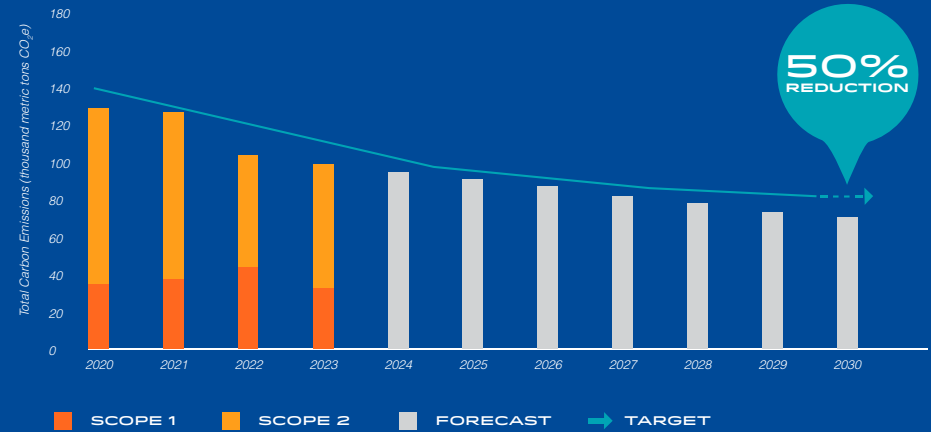
CONTINUOUSLY
IMPROVE

ENVIRONMENTAL

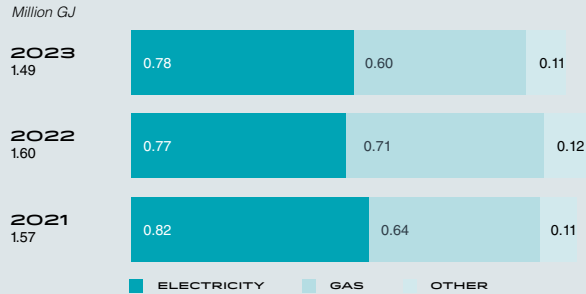
We are committed to conducting business in a manner that is mindful of our environmental impact and promotes and sustains the health, safety, skills and potential of our workforce. From developing environmentally-friendly products to reducing water and energy usage, we are dedicated to conserving natural resources in our manufacturing and complying with the laws and regulations that protect our planet.

In early 2023, Masco announced that it is setting an aspirational target to reduce its scope 1 and 2 absolute greenhouse gas emissions by 50% by the year 2030 compared to 2020 emissions. This goal aligns with the current standard of science-based targets deemed necessary to mitigate the worst effects of climate change.

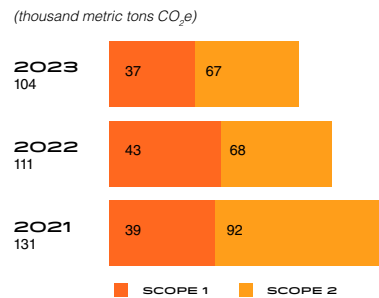
MARKET-BASED GHG EMISSION REDUCTION FROM 2020 BASE YEAR



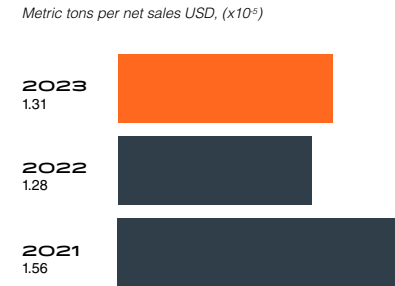
TOTAL ENERGY CONSUMPTION



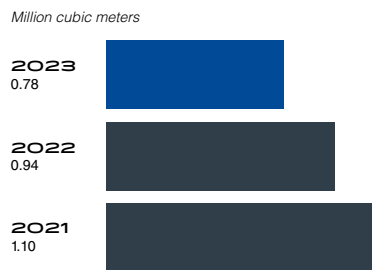
MARKET-BASED TOTAL CARBON EMISSIONS



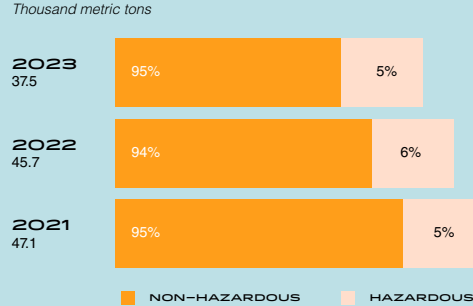
CARBON INTENSITY



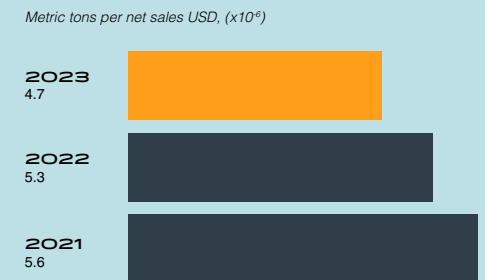
TOTAL WATER USE



ABSOLUTE WASTE



WASTE INTENSITY



Data includes all Masco operated sites active as of the end of this reporting year. The inventory boundary is consistent across this data set. Portfolio changes (e.g., acquisitions or divestitures) which occurred during this time are reflected across the inventory boundary.

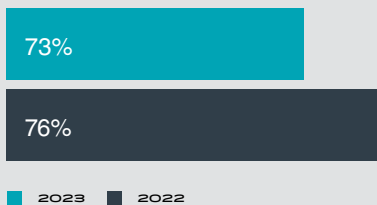
SOCIAL

Keeping our employees healthy and safe; creating an employee experience that promotes individual development and supports total well-being; and striving for progress in areas of diversity, equity and inclusion are each vital to our success.

EMPLOYEE EXPERIENCE

We're always striving to foster a meaningful experience for all our employees that helps them learn and grow as people and professionals, and have seen notable improvement from our baseline of 66 percent reporting as actively engaged in 2019.

U.S. Employees Self-reporting as Actively Engaged

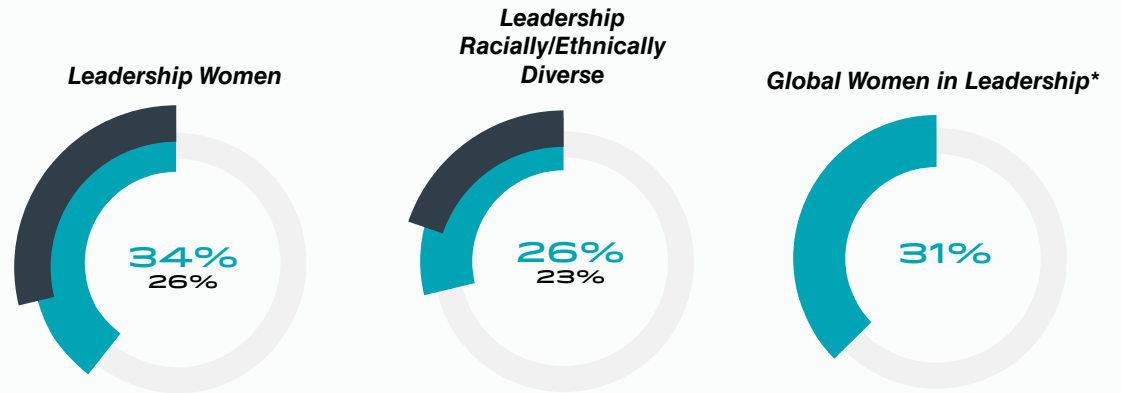


2023 data includes a total of 10,641 responses. Some international-based businesses did not participate. Data includes all pay rate types.

■ 2023 ■ 2022

DIVERSITY, EQUITY AND INCLUSION

We aspire to be a company where everyone feels respected and that they belong, and where everyone has the access and opportunity to achieve their full potential.



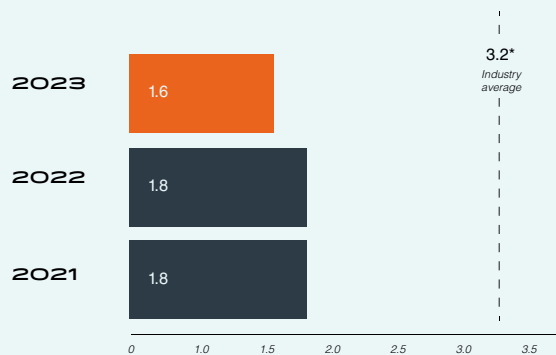
* EEO-1 benchmarks are not applicable for global data. Leadership includes first level managers and above. EEO-1 Benchmark is a combination of NAICS 32 and 33.

■ MASCO 2023 YEAR END ■ EEO-1 BENCHMARK

HEALTH & SAFETY

We encourage a high standard of safety in the workplace, and we identify, assess and investigate incident and injury data centrally, each year setting a goal to improve key safety performance indicators by at least 10 percent.

INCIDENT RATE



* The Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing", 2022

PHILANTHROPY

At Masco, we believe a strong, supportive presence in the communities where we live, work and do business is vital. We partner with organizations that are as driven as we are to support the growth of our communities, encourage and enable equity or provide safe, affordable housing for all families.

CORPORATE AND BUSINESS UNIT GIVING 2023

